

**Rev and Tax - Tax Commission, State  
Management Services**

**Description:**

The General Services Division provides for department-wide support services, policy development, and computer services. Support services include accounting, purchasing, agency copy center, and forms design. Also included in this program is Human Resources and Public Information. Public Information handles public and media inquiries and coordinates Commission publications and news releases.

**Major Functions and Targeted Performance Standard(s) for Each Function:**

1. Improve the quality, quantity, and clarity of information the agency provides.

- A. Develop a process for reviewing and updating of brochures, educational material, forms, and other correspondence.

Actual Results			
1997	1998	1999	2000
95%	95%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

2. Improve customer education and outreach.

- A. Develop a centralized outreach program to coordinate agency education efforts for taxpayers and other stakeholders.

Actual Results			
1997	1998	1999	2000
	75%	90%	95%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

3. Increase the percentage of data exchanged, processed, and managed electronically.

- A. Expand electronic commerce capabilities such as electronic tax filing, electronic mail, electronic payment, information retrieval, and information exchange (EDI).

Actual Results			
1997	1998	1999	2000
20%	30%	45%	55%
Projected Results			
2001	2002	2003	2004
65%	75%	85%	95%

4. Provide a flexible and responsive information technology infrastructure.

- A. Update existing systems and expand computer and network capability.

Actual Results			
1997	1998	1999	2000
-	-	-	5%
Projected Results			
2001	2002	2003	2004
60%	100%	100%	100%

5. Provide optimal training for agency staff.

- A. Develop an agency training program that meets the needs and enhances the skills of agency staff.

Actual Results			
1997	1998	1999	2000
30%	50%	95%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

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6. Develop innovative methods to reward staff for excellence or special accomplishments.  
A. Use existing personnel committees to study reward system and make recommendations.

Actual Results			
1997	1998	1999	2000
		75%	90%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

7. Ensure equity and uniformity of policies and implementation of statutes.  
A. Better identify policy issues and ensure communication with staff.

Actual Results			
1997	1998	1999	2000
98%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

**Program Results and Effect:**

The effect of the General Services program is the efficient use of resources to support the Tax Commission mission.

The Commission continued to propose changes to the legislature to enhance the tax code. To achieve compliance with the tax law, the law must be clear, concise, and perceived as fair. Thorough annual review of the tax code will enhance compliance with the law.

Support Services began implementing a fully integrated accounting system in FY98. A receipting program, Solomon software, was purchased in FY98 and fully implemented by the beginning of FY99. The move towards a fully integrated accounting system includes integrating the expenditure, purchasing, inventory, payroll, and budget processes. System requirements have been written for the expenditure and budgeting systems. A vendor should be selected and the process started in FY01. We anticipate full implementation.

Human Resources met with the DA's and developed an agency training plan, which was adopted by the Commissioners. Basic Supervision I & II training through the Center for Management Development at BSU was presented to new and less experienced supervisors. The Respectful Workplace training was continued and presented to all employees with specific training for supervisors/managers. In addition to the basic training in sexual harassment and discriminatory behavior, this training focused on team building and team norms were developed.

Information Technology is engaged in an agency-wide project called CATS (Convert All Tax Systems) that will upgrade and replace the agency's aging tax processing systems. The new system, called GenTax, is a commercial, off-the-shelf software created specifically for taxing authorities, and as FY01 begins, the agency is in the early stages of configuring GenTax to meet Idaho's unique tax administration needs. Compared to the traditional "design-build" model of application development, using a commercial off-the-shelf package promises to reduce total project time by a factor of years, and total project cost by millions of dollars. When completed, the new system will dramatically increase the effectiveness and efficiency of the agency in tax administration and service delivery, and position the agency to accommodate the demands that we know electronic commerce will place upon us in future years. At its successful conclusion, scheduled for the end of FY02, this project may serve as a model for other state revenue departments, as well as other Idaho agencies.

Also in FY2000, Information Technology nearly completed a migration from Novell to Microsoft NT as the agency's network operating system. This was done to provide software infrastructure for the CATS project, as well as increase effectiveness and efficiency of support staff on network administration. Servers and routers were replaced in each of the agency's five field offices, as well as a number of servers in the administration office. Internet monitoring capability for managers was installed, and telecommunications capacity, equipment and software was installed to permit secure dial-in capability for traveling employees. Work continues into FY2001 with Department of Administration and vendors to make that capability operational. In cooperation with Microsoft Corporation, a new application for tracking protested compliance cases in the Legal/Tax Policy section was developed and brought on line. As FY2000 comes to a close, the primary focus for information technology is to provide infrastructure and support for the CATS project as it starts to roll out converted tax types beginning 01/01/01.

For more information contact Laurel Williams at 334-7515.

## Rev and Tax - Tax Commission, State

### Audit and Collections

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#### Description:

The Audit and Collections Division provides direct taxpayer service to the public from the administrative office in Boise as well as 5 field office locations; collects delinquent taxes and conducts audits on virtually all tax types administered by the agency, by authority of Idaho Code and the Multi-State Tax Compact; conducts discovery and enforcement efforts directed at nonfilers; administers Idaho Unclaimed Property statutes.

#### Major Functions and Targeted Performance Standard(s) for Each Function:

1. Expand and improve the services the agency provides.

A. Develop a customer information survey.

Actual Results			
1997	1998	1999	2000
	0%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

2. Improve customer education and outreach.

A. Improve taxpayer access to state and federal tax assistance and other government agency registration requirements.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

3. Improve communication and coordination and foster partnerships with agency stakeholders.

A. Take a leadership role in interagency projects that improve dissemination of information to stakeholders or simplify taxpayer registration requirements.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

4. Implement educational audit/compliance reviews.

A. Establish a statewide managed/self-audit program.

Actual Results			
1997	1998	1999	2000
		100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

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**Audit and Collections**

5. Increase timeliness, consistency, and scope of our enforcement efforts.

A. Implement procedures and processes that encourage individuals to get back into and remain in compliance.

Actual Results			
1997	1998	1999	2000
	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

6. Improve audit, enforcement, and investigation processes.

A. Increase use of technology to improve enforcement efforts.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

B. Use a post-audit survey to obtain taxpayer feedback to improve audit effectiveness.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

C. Increase nonresident enforcement through audit/nexus investigations.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

## **Rev and Tax - Tax Commission, State**

### **Audit and Collections**

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#### **Program Results and Effect:**

In FY99, the Division continued to make impressive gains in completing identified performance standards. Additional emphasis was placed on taxpayer feedback to improve Tax Commission processes. The Agency Education and Outreach Committee doubled the number of public presentations to 60. Additional services were offered this year on our Web site, the Interactive Voice Response system and new or improved brochures. The Managed Audit and Intern audits increased by over 50% to 462. Continued growth is projected. Customer information surveys will be used extensively in FY2001 to assess customer needs in electronic commerce and configurations to the new database system.

The Division actively participated in opportunities to assist taxpayers outside agency offices. Examples included manning Post Offices during the final days of the Tax Drive season, Volunteer Income Tax Assistance (VITA) to elderly and low income taxpayers in Boise and throughout the State and manning small "tax preparation and information" fairs around the state. There were two interagency projects; one with the IRS that automated manual information requests for federal information and two using the Reduce Idaho Bureaucracy (RIB) committee to develop an on-line version of an inter-agency form for small business.

The base of required holders of unclaimed property expanded again to over 42,000, a nearly three fold increase in as many years. An annual mass mailing was conducted in early July.

Post audit surveys are ongoing and provide a constant source of useable feedback used to improve our audit processes. The number of non-resident audits is expanding at a 5% rate year to year with positive results.

Considerable divisional resources were committed to our third year of a four year relational database migration, dubbed "CATS", for Convert All Tax Systems. Conversion of nearly all tax systems used by the division commenced after our successful Y2K program. Upon completion, the new system; using technology, will increase the division's ability to coordinate audit and enforcement efforts and streamline processes to keep individuals in compliance.

For more information contact Laurel Williams at 334-7515.

## Rev and Tax - Tax Commission, State Revenue Operations

### Description:

The Revenue Operations Division provides citizens with opportunities to voluntarily file returns, pay on time, and receive prompt refunds. Services include: postal services providing mailing services for the entire agency, receipting of tax documents and payments, account registration and maintenance, records management, and other tax revenue related services.

### Major Functions and Targeted Performance Standard(s) for Each Function:

1. Increase the percentage of data exchanged, processed, and managed electronically.
  - A. Expand electronic data capture, storage, and retrieval technologies.

Actual Results			
1997	1998	1999	2000
	30%	45%	55%
Projected Results			
2001	2002	2003	2004
65%	75%	85%	95%

- B. Expand telecommunications alternatives for paper tax filings.

Actual Results			
1997	1998	1999	2000
	75%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

### Program Results and Effect:

The success of our TELEFILE project for Individual Income Tax has lead to the implementation of a similar program for the filing of Sales Tax and Employer Withholding returns. The program was designed and will be implemented statewide on September 1, 2000. The Commission estimates 41,200 returns to be filed during FY2001.

E-File of Individual income tax returns (third party software developers, federal state program and telefile) grew to 98,085 by June 30, 2000. This is a 43% increase over FY1999.

The Commission implemented the use of credit cards for the payment of taxes in March 2000. Total payments equaled \$1,588,212.41

Total revenue receipted for FY2000 was \$2,297,965,798. The total gross revenue consists of 55% Income taxes, 33% Sales tax, 9% Motor Fuels, and 3% Other taxes. Total returns receipted and processed were 1,900,290. Since FY1990 the processing bureau of the division has absorbed the addition of 439,533 documents without an increase in permanent staffing level.

For more information contact Laurel Williams at 334-7515.

## Rev and Tax - Tax Commission, State County Support

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### Description:

County Support provides oversight and technical support in the administration of the property tax system, working to ensure fair, equitable and accurate property taxation. Services include education in property tax assessment administration and appraisal, property appraisal research, forest land and forest products' appraisal, day-to-day support to county elected officials, ratio study review and recommendations, operating property appraisal, and budget and levy review and approval.

### Major Functions and Targeted Performance Standard(s) for Each Function:

1. Expand and improve the services the agency provides.
  - A. Consult with the Assessor's Education Committee, the Examination Committee, and the Idaho Association of Assessment Personnel to develop and provide education, training, and certification programs that meet county and state needs.

Actual Results			
1997	1998	1999	2000
100%	100%	100%	100%
Projected Results			
2001	2002	2003	2004
100%	100%	100%	100%

2. Provide a flexible and responsive information technology structure.
  - A. Expand the Geographical information System.

Actual Results			
1997	1998	1999	2000
30%	50%	56%	66%
Projected Results			
2001	2002	2003	2004
75%	95%	99%	99%

### Program Results and Effect:

The primary goal of the Division is to ensure that all property owners receive equal application of the Idaho property tax laws and that these laws are administered as efficiently and effectively as possible.

The County Support Division in FY00 continued to monitor the administration of property tax law in Idaho to ensure that the property tax burden of all taxpayers is fair and equitable. We conduct an annual ratio study to ensure that each jurisdiction is estimating property values at the current market level so that all taxpayers bear an equitable burden under the law. The Division appraised operating properties and utilities that may be located in multiple jurisdictions (Centrally Assessed Properties).

The Division continues to provide quality training for the counties with annual summer and winter schools. During FY00, the education program continued to provide several more regional offerings for the counties. Additional appraisal seminars and workshops were presented for the benefit of assessors and their staff by the Division's consulting appraiser team.

Expansion of the Geographical Information System continues. Through 1999, the Commission had helped 28 counties in their computer mapping programs. At the end of FY00, the number of counties currently being assisted is 29.

For more information contact Laurel Williams at 334-7515.